

# The Standardized Program Evaluation Protocol (SPEP™):

*Service Score Results:* Baseline

**Name of Program and Service:** George Junior Republic- Victim Awareness

Cohort Total: 35 (32 for Risk Level)

SPEP ID: 157-T01

Selected Timeframe: Jul. 1, 2016-Jun.10, 2017

Date(s) of Interview(s): Jun. 29, 2017

Lead County & SPEP Team Representatives: Jeff Gregro, Berks Co., Lisa Freese & Heather Perry, EPISCenter

Person Preparing Report: Jeff Gregro, Lisa Freese & Heather Perry

**Description of Service:** *This should include a **brief** overview of the service within the context of the program, the location and if community based or residential. Indicate the type of youth referred, how the service is delivered, the purpose of service and any other **relevant** information to help the reader understand the SPEP service type classification. (350 character limit)*

George Junior Republic (GJR) was established in 1909 as a private, nonprofit residential treatment community for disadvantaged youth by philanthropist William Ruben George. There are three different levels of care and services within the GJR program that are being considered in the SPEP process. The highest (most secure) is the Intensive Supervision Units (ISU). There are currently 3 Intensive Supervision Units. The next lower level of care is the Special Needs (SN) Units. There are currently 18 Special Needs Units. The final level of care being considered is the General Residential (Open Campus) program. There are currently 27 homes in the General Residential program. All levels of care are programs of out-of-home services for dependent and delinquent youth from Pennsylvania and other states across the country. The goal of all the programs is to “integrate appropriate behaviors into a youth’s daily routine in order for the youth to be successfully discharged back into the community setting.” In the ISU and SN units, the individual and group therapy occur within the residential building. In the General Residential program, all youth attend their individual and group counseling sessions at the Pew Counseling Center on the GJR campus. Delinquent and dependent kids are mixed throughout the cottages. Residents are required to achieve level 2 before they are granted a home pass. Level 2 takes approximately 2-3 months to achieve. One phone call is scheduled each week, with the option for more if necessary. Youth can earn home passes throughout the year. Victim Awareness (VA) is a program designed to allow each youth involved an opportunity to gain perspective of the damages he has caused, whether emotionally, physically and or financially, to his community and to the victim(s) of the crime. The curriculum is based on the Victim/Community Awareness: Establishing a Restorative Justice Community, April 1999. Residents attend 4 sessions for one hour over a 4 week period. It is delivered by the cottage parents in each residential building or a clinical manager. During the group sessions, residents are encouraged to relate the concepts to life experiences within the program and within their communities. Discussion themes consist of negative faces of power and the ripple effect which includes primary and secondary victims. Sessions include the three domains of BARJ: Competency Development, Accountability and Community protection. Victim Awareness is currently scheduled in a rotation of groups which includes Aggression Replacement Training (ART) and Drug and Alcohol prevention groups. Each youth will attend one of these three group titles on a weekly basis. VA is facilitated every three months in each cottage/unit at GJR.

**The four characteristics of a service found to be the most strongly related to reducing recidivism:**

1. **SPEP™ Service Type:** Group Counseling

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service type? There is no qualifying supplemental service

Was the supplemental service provided? n/a      **Total Points Possible for this Service Type:** 30

**Total Points Earned:** 30      **Total Points Possible:** 35

2. **Quality of Service:** Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training and supervision, and how drift from service delivery is addressed.

**Total Points Earned:** 10      **Total Points Possible:** 20

3. **Amount of Service:** Score was derived from examination of weeks and hours each youth in the cohort received the service. The amount of service is measured by the target amounts of service for the SPEP service categorization. Each SPEP service type has varying amounts of duration and dosage. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

Points received for Duration or Number of Weeks: 0

Points received for Dosage or Number of Hours: 0

Total Points Earned: 0 Total Points Possible: 20

4. **Youth Risk Level:** The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

31 youth in the cohort are Moderate, High or Very High YLS Risk Level for a total of 12 points

9 youth in the cohort are High or Very High YLS Risk Level for a total of 8 points

Total Points Earned: 20 Total Points Possible: 25

---

**Basic SPEP™ Score:** 60 total points awarded out of 100 points. Compares service to any other type of SPEP therapeutic service. (eg: individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

*Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.*

**Program Optimization Percentage:** 64% This percentage compares the service to the same service types found in the research. (eg: individual counseling compared to all other individual counseling services included in the research)

---

## The SPEP and Performance Improvement

The intended use of the SPEP is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service feedback report, and these recommendations are the focus of the performance improvement plan, a shared responsibility of the service provider and the local juvenile court. The recommendations for this service included in the feedback report are:

The Victim Awareness Group Counseling service could improve its capacity for recidivism reduction through:

1. Addressing the following points related to service quality:
  - a. Enhance staff training :
    - i. Develop a specialized training, or develop a checklist that can be utilized during the shadowing phase of the VCAC program.
  - b. Enhance Staff Supervision:
    - i. Supervisors should document and provide written feedback to the delivery staff as it relates to the monitoring process
    - ii. Identify a timeframe that the supervisor will monitor the staff on their adherence to the protocol.
    - iii. Enhance the Performance Evaluations to include service delivery/drift as a component of the evaluation.
  - c. Enhance Organizational Response to Drift:
    - i. Document procedures that specifically address steps to be taken should staff fail to deliver the Victim Awareness Curriculum as it is intended to be delivered and ensure that these procedures are integrated systematically.
    - ii. Evaluate the effectiveness of the service and use these evaluations to enhance the service.
2. Investigate ways to enhance amount of service to reach 24 weeks and 40 hours.

# The Standardized Program Evaluation Protocol (SPEP™):

*Service Score Results:* Reassessment 1

SPEP™ ID and Time: 157-T02

Agency Name: George Junior Republic  
Program Name: All Programs  
Service Name: Victim Community Awareness Curriculum (VCAC)  
Cohort Total: 58 Amount of Service/56 Risk Level  
Timeframe of Selected Cohort: All delinquent youth who began this service on/after July 1, 2018 and ended this service on/before June 30, 2019  
Referral County(s): Adams; Allegheny; Berks; Bucks; Butler; Chester; Clarion; Clinton; Dauphin; Delaware; Erie; Jefferson; Lehigh; Lycoming; McKean; Monroe; Montgomery; Washington; Westmoreland; York  
Date(s) of Interview(s): August 4, 2020  
Lead County: Montgomery  
Probation Representative(s): Charlie Root  
EPIS Representative: Kevin Perluke

## Description of Service:

George Junior Republic (GJR) was established in 1909 as a private, nonprofit residential treatment community for disadvantaged youth by philanthropist William Ruben George. The organization was driven by his dream of creating an environment where youth would receive the guidance, education and skills needed to become productive citizens in society. GJR's goal is to "integrate appropriate behaviors into a youth's daily routine in order for the youth to be successfully discharged back into the community setting." GJR provides out-of-home services for dependent and delinquent youth from Pennsylvania and other states across the country. Delinquent and dependent kids are mixed throughout the cottages. Dozens of buildings are on the campus, and each is licensed separately. There are several different levels of care within the GJR residential program: Intensive Supervision Units (ISU); Special Needs Units and Special Needs RTF (SN); General Residential Program; 90 Day; Licensed Drug & Alcohol Treatment Unit; Diagnostic Unit; and Shelter Care.

Victim Awareness (VCAC): In the VCAC group, emphasis is on the balanced and restorative justice principles of accountability (to self and victim), and restoration of the victim and community as a whole. Youth learn the basic components of BARJ, as well as the impact their offense(s) had on the victim(s) and community. This is discussed in conjunction with thinking error discussions during individual counseling.

## The four characteristics of a service found to be the most strongly related to reducing recidivism:

**1. SPEP™ Service Type:** Group Counseling

Based on the meta-analysis, is there a qualifying supplemental service? No

If so, what is the Service Type? There is no qualifying supplemental service

Was the supplemental service provided? N/A      Total Points Possible for this Service Type: 30

Total Points Received: 30      Total Points Possible: 35

**2. Quality of Service:** Research has shown that programs that deliver service with high quality are more likely to have a positive impact on recidivism reduction. Monitoring of quality is defined by existence of written protocol, staff training, staff supervision, and how drift from service delivery is addressed.

Total Points Received: 10      Total Points Possible: 20

**3. Amount of Service:** Score was derived by calculating the total number of weeks and hours received by each youth in the service. The amount of service is measured by the target amounts of service for the SPEP™ service categorization. Each SPEP™ service type has varying amounts of duration and contact hours. Youth should receive the targeted amounts to have the greatest impact on recidivism reduction.

**Points received for Duration or Number of Weeks:** 0

**Points received for Contact Hours or Number of Hours:** 0

**Total Points Received:** 0 **Total Points Possible:** 20

**4. Youth Risk Level:** The risk level score is compiled by calculating the total % of youth that score above low risk, and the total % of youth who score above moderate risk to reoffend based on the results of the YLS.

53 youth in the cohort are Moderate, High, Very High YLS Risk Level for a total of 12 points

19 youth in the cohort are High or Very High YLS Risk Level for a total of 10 points

**Total Points Received:** 22 **Total Points Possible:** 25

---

**Basic SPEP™ Score:** 62 total points received out of 100 points. Compares service to any other type of SPEP™ therapeutic service. (e.g. individual counseling compared to cognitive behavioral therapy, social skills training, mentoring, etc.)

*Note: Services with scores greater than or equal to 50 show the service is having a positive impact on recidivism reduction.*

**Program Optimization Percentage:** 65% This percentage compares the service to the same service types found in the research. (e.g. individual counseling compared to all other individual counseling services included in the research.)

---

### **The SPEP™ and Performance Improvement**

The intended use of the SPEP™ is to optimize the effectiveness of reducing recidivism among juvenile offenders. Recommendations for performance improvement are included in the service Feedback Report, and these recommendations are the focus of the Performance Improvement Plan, a shared responsibility of the service provider and the juvenile probation department.

#### 1. Regarding Quality of Service Delivery:

##### a. Written Protocol:

- i. Ensure a process is in place to identify which youth should receive this service.

##### b. Staff Training:

- i. Ensure that booster training occur at predetermined timeframes.

##### c. Staff Supervision:

- i. Develop a process for supervisors to monitor service delivery.
- ii. Document when supervisors monitor staff.
- iii. Document supervision of staff at predetermined time frames.
- iv. Ensure that all supervisors provide written feedback to staff delivering the service.
- v. Develop written performance evaluations that directly reference the delivery of this service.

##### d. Organizational Response to Drift:

- i. Incorporate a service specific drift policy.
- ii. Build upon existing processes to incorporate the administrative steps taken to respond to drift.
- iii. Incorporate written action steps taken by supervisor in response to drift.
- iv. Ensure data collected is consistently analyzed to improve service delivery.

#### 2. Regarding Amount of Service:

- a. Increase communication with JPO from referring counties to better match research recommendations for the targeted amount of service for each youth.

- b. Establish ways to enhance amount of service to reach the targeted amounts of 24 weeks and 40 hours.

#### 3. Regarding Risk Level of Youth Served:

- a. Maintain collaboration with referral JPO to consider the appropriate risk level for each youth.